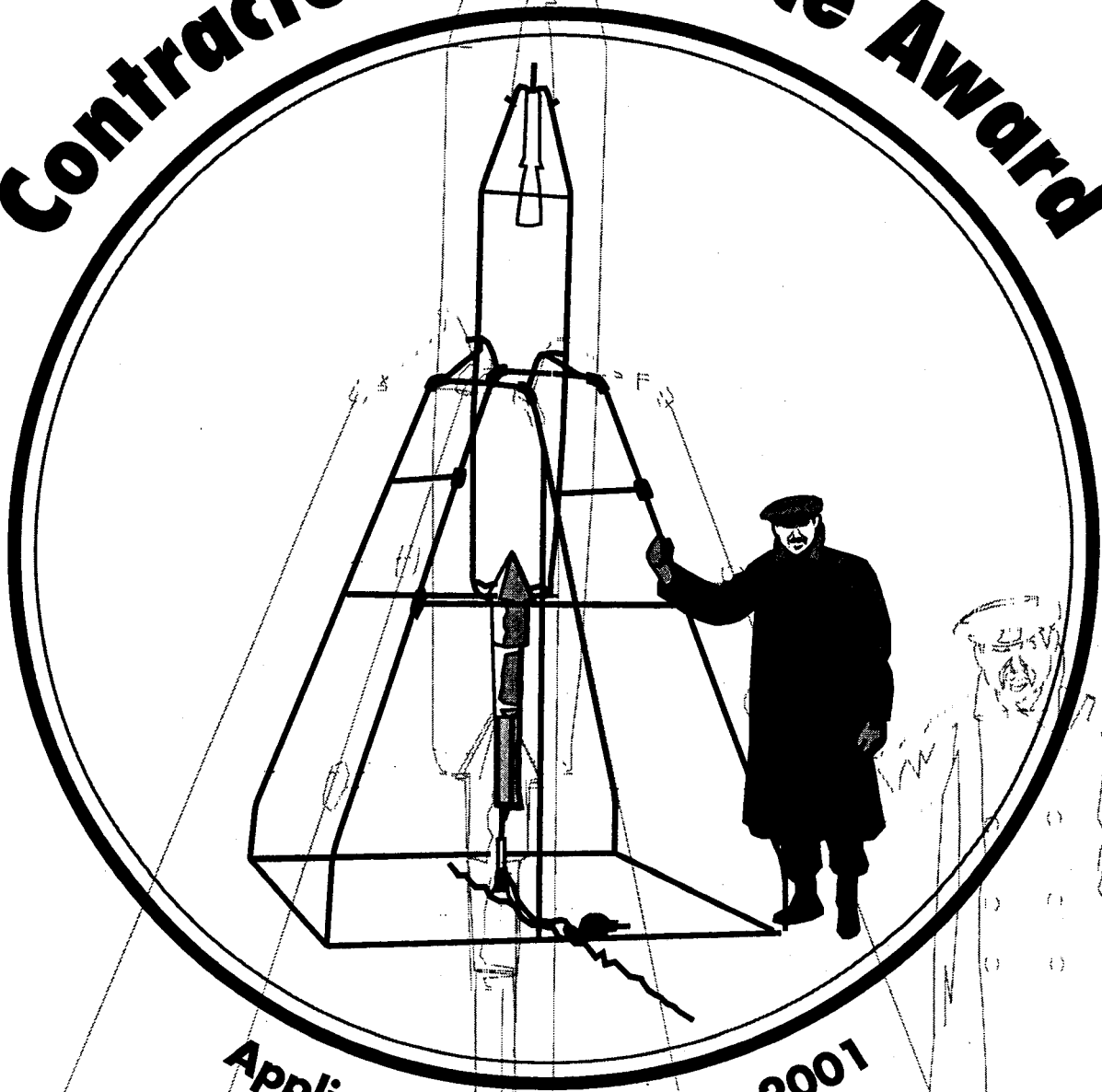


Contractor Excellence Award



Application Guidelines - 2001

Predecessor to the 2001/2002 George M. Low (GML) Award

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PREFACE

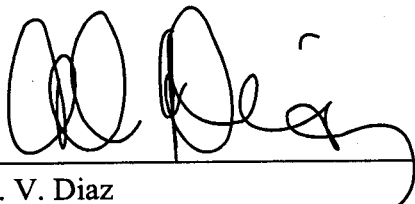
April 16, 2001

The Contractor Excellence Award represents the Goddard Space Flight Center's (GSFC) recognition of those companies among its cadre of contractors that (1) make a substantial contribution to the mission of the Center and (2) are dedicated to a philosophy of Continuous Improvement (CI) as evidenced by a CI program which has achieved demonstrable and measurable accomplishments.

The award offers applicants more than just the opportunity to receive a prestigious award. Through the resulting comprehensive self-evaluation process, the applicants identify both strengths and opportunities for improvement within their organizations.

The GSFC Contractor Excellence Award (GCEA) criteria are closely aligned with the NASA George M. Low (GML) Award criteria. NASA Centers nominate candidates for the GML Award. This year's recipients of the GSFC Contractor Excellence Award will automatically become GSFC's nominations for the GML Award. Also, previous recipients of the GCEA for the preceding 3 years will be considered for nomination for the GML Award, provided they submit a GCEA application to Goddard by June 19, 2001. GSFC will forward nominations for the GML Award to NASA Headquarters.

For the aerospace community to maintain a position of leadership, continuous improvement must be an integral part of its culture. Participation in the award process is a mechanism for assessing organizational effectiveness and the ability to respond to customer needs.

A handwritten signature in black ink, appearing to read 'A. V. Diaz', is written over a horizontal line.

A. V. Diaz
Director, Goddard Space Flight Center

OVERVIEW

The GSFC Contractor Excellence Award has been offered annually since 1988 to current GSFC prime contractors, subcontractors, and suppliers who have met the eligibility requirements. Those companies that contribute significantly to the mission of the GSFC, regardless of the product or service provided, and that have achieved measurable results over a three-year period are encouraged to apply through the GSFC Directorate with which they have their primary GSFC contract.

The award is given annually to applicants that demonstrate appropriate achievement against the nomination factors described in these guidelines. Previous recipients are eligible to receive the award again, provided they demonstrate significant improvement over and above those accomplishments for which they have already been recognized.

A committee of GSFC representatives drawn from each of the Goddard Directorates assesses all applications, which are treated as contractor proprietary information. This committee, in conjunction with the opinions of appropriate technical and administrative personnel within the Center, qualitatively evaluates the significance of the applicant's contribution to the GSFC. The committee also quantitatively evaluates the structure and the accomplishments of the applicant's continuous improvement efforts leading toward excellence.

The GSFC Contractor Excellence Award may be awarded in four categories:

Large Business Product
 Service

Small Business Product
 Service

Note that for the purpose of this application, a product is something that is manufactured from various raw materials to be used by GSFC. A service would include those activities where the contractor supports GSFC in maintaining, improving, and enhancing existing infrastructure (e.g. maintenance, software upgrades, technology development, etc.)

Large and small businesses that wish to apply must prepare a written application addressing the areas included in the nomination factors defined in these guidelines. Based on a review of the written application, those companies considered to be potential recipients of the GSFC award will be selected for a site visit. The purpose of the site visit is to:

1. Assess those facets of the application that require further explanation,
2. To validate data and impressions drawn from the application, and
3. To observe the effects of continuous improvement in the work environment.

Following the completion of all site visits, the GSFC committee will complete its assessment and present its recommendations to the GSFC Center Director, who will select the award recipients.

Recipients will be honored and will receive a trophy presented at a Continuous Improvement ceremony at the GSFC scheduled for Wednesday, October 10, 2001. In recognition of their achievement, award recipients will also be presented the trophy in a formal ceremony at their home facility.

Potentially, there may be one Goddard recipient in each of the four award categories. Any Goddard recipients will be automatically eligible for nomination for the George M. Low Award.

After announcement of the GSFC award recipients, all applicants will be offered a debriefing at which the GSFC committee will share its perspective on the applicant's strengths and opportunities for improvement. In addition, recipients of the GSFC award are encouraged to share information on their successful practices during appropriate forums.

ELIGIBILITY REQUIREMENTS

All NASA prime and subcontractors are eligible to be nominated for both the GSFC Contractor Excellence Award and the George M. Low Award provided the following requirements are met:

Requirements for Large Business

- Aggregate GSFC-related sales for the preceding three years should exceed \$1 million, with at least \$250,000 in each of the preceding three years.
- There should be a minimum of 50 full-time equivalent employees, or 100,000 labor hours, engaged in GSFC-related work for the preceding three years.
- A nominated element of a larger corporation should function as a self-sustaining profit center.
- Small divisions of large corporations are presumed to receive corporate support and resources, and thereby qualify as a large business. These divisions are eligible if they exceed \$250,000 in annual GSFC sales and have at least 25 employees engaged in GSFC projects in each of the preceding three years.

Requirements for Small Business

- Aggregate GSFC-related sales for the preceding three years should exceed \$250,000,.
- There should be a minimum of 25 full-time equivalent employees with at least one-third of the employees engaged in GSFC-related work.
- The organization should meet Federal requirements for a small, small disadvantaged or women-owned small business.
- The nominees should be the facility/organization with the GSFC contract or subcontract, rather than the entire organization.

GSFC MILESTONE SCHEDULE - 2001

April 16, 2001	Award Application Guidelines Available
June 19, 2001	Applications Due
August 13, 2001	Begin Site Visits
August 24, 2001	Complete Site Visits
October 10, 2001	Announce GSFC Contractor Excellence Award Recipients Recipients informed that they are GSFC nominees for GML Award and, if they have contracts with NASA centers other than GSFC, they should expand their application to include all NASA contracts.
November 30, 2001	Complete Debriefings

GSFC APPLICATION INSTRUCTIONS

It is incumbent on the Applicant to provide sufficient information so that the GSFC Contractor Excellence Award Committee can make a complete and thorough evaluation. Previous review teams have expressed particular interest in the following:

A cover letter providing the following information should be provided with the application.

1. A brief mission statement
2. Number of employees in the company (Percent engaged in GSFC related work).
3. Senior company contact (name, title, address, and phone number)
4. List of GSFC contracts, inclusive dates, contract costs, and CO's and COTR's [name(s) and phone number(s)]
5. Point of contact for award (name, title, and phone number), and
6. Address all of the small/large business eligibility requirements.

Applications for the GSFC Contractor Excellence Award are to be prepared following the instructions defined in these guidelines. The application must encompass all work done by the Applicant in support of the Goddard Space Flight Center. Note the classification and category of the application (i.e., Large Business-Product) at the top of page 1. **The information in the application must address each of the seven nomination factors using the numbering system provided in the application (pages 9-11). If a particular factor does not apply to your company, or you have addressed it in the application under a different factor, please state this explicitly with a cross reference where needed.**

Applications must be on standard size (approximately 8.5 x 11 inches) paper with minimum font size 10 point Courier, with margins of at least one inch for the top, left and right, and one-half inch for the bottom. Sheets may be printed on both sides. All applications are limited to seven pages of text, charts, and graphs. Dividers, covers, tab separators, title pages, table of contents, and acronym lists are not covered in the page count.

Selected metrics from data resulting from the Applicant's CI program should be presented. Actual data presented is left to the discretion of the Applicant. The application period covers the preceding three full calendar years (CY '98, '99, and '00) and optionally the current calendar year through June 19, 2001. Narrative information to explain the data are also needed.

It is recognized that small businesses and subcontractors that practice CI may not have the resources to devote to a highly structured and formal CI program. However, they should address in a narrative format how the company's business and management practices foster an environment of excellence. If selected for a site visit, the Applicant would be expected to provide more quantitative details about these elements during the visit.

Twenty copies of the Application shall be submitted on or before June 19, 2001 to the appropriate Directorate. The Directorates will forward their nominations to Gene Guerny, Quality and Productivity Officer, Code 200, Goddard Space Flight Center, Greenbelt, Maryland 20771.

GSFC APPLICATION INSTRUCTIONS (CON'T)

THE FOLLOWING ITEMS WOULD ENHANCE AN APPLICANT'S APPLICATION:

- Quantitative trend data (metrics) over the application period, particularly to substantiate descriptions of such factors as scheduling, cost savings, diversity, staff demographics, and Small and Disadvantaged Business performance.
- Processes, plans, and their implementation for such initiatives as continual improvement, customer feedback, strategic planning, technology transfer, commercialization, benchmarking, various ISO 9000 initiatives, etc., and the alignment of these activities with GSFC plans (including the dates a particular effort began, its duration, and future plans).
- Where relevant, elaboration on the development of products or services, their applicability, and benefactors.
- Outreach initiatives and partnering with GSFC to communicate with the public about GSFC business and its value to the public.
- Third party recognition received.

**NOMINATION FACTORS AND SCORING - GSFC CONTRACTOR
EXCELLENCE AWARD**

1. Customer Satisfaction and Contract Technical Performance (300 Points)

1.1 Customer Satisfaction (100 Points)

- A. Does the contractor have a process to gauge GSFC's customer satisfaction, and, if so, does the contractor continually evaluate and improve this process?
- B. How effectively does the contractor respond to and follow-up with GSFC to build relationships and provide support in times of changing programs, schedules, and costs?
- C. Does the contractor have an effective listening and learning strategy to understand and anticipate GSFC's needs?
- D. Has the contractor undertaken any process improvements in order to improve the quality, timeliness, and responsiveness of the contractor's products and/or services, and if so, how effective are they?

1.2 Contract Technical Performance and Outcomes (200 Points)

- A. Does the contractor have an effective process for generating performance requirements and communicating them throughout the organization?
- B. Does the objective evidence provided by the contractor to GSFC demonstrate performance capabilities and capacities in all areas of activity?
- C. Does the contractor have effective processes and management systems for requirement control, configuration management, project management, and corrective action?
- D. Does the award fee information, or other data, provided by the contractor to GSFC indicate a high degree of performance satisfaction over the past three years?
- E. Has the contractor instituted initiatives to improve the value of products and/or services, and, if so, how effective are they?

2. Schedule Performance (150 Points)

- A. What is the contractor's two to five year history of meeting schedule requirements on contracts?
- B. Has the contractor met all schedule requirements over the long-term with outstanding results? (The length of contracts should be considered. Outstanding results would reflect consistently positive trends.)
- C. How effective is the contractor's process, if any, for evaluating, documenting, and distributing schedule requirements?
- D. How responsive has the contractor been to rescheduling, workarounds, and reprioritizing work activities?

3. Cost Performance

(150 Points)

- A. For the past three years, allowing for GSFC initiated changes, are actual costs at or below the estimated contract cost?
- B. Does the contractor advise GSFC of pending cost changes or cost risks in a timely manner?
- C. What kind of cost reduction record has the contractor had over the past three years?
- D. Has the contractor instituted specific initiatives to avoid and/or reduce costs, and if so, how effective were they?

4. Management Initiatives Responsive to GSFC's Strategic Goals

(75 Points)

4.1 Strategic Planning

(50 Points)

- A. To what extent does the contractor's strategic business plan align with GSFC's strategic plan?
- B. To what extent is the business plan deployed throughout the contractor's organization?
- C. To what extent does the contractor's strategic business plan incorporate GSFC's quality and safety objectives?
- D. How effective is the contractor in instilling high performance objectives into its daily business operations?

4.2 Research and Development in Response to GSFC's Strategic Plan **(25 Points)** (Businesses not involved in research and development should discuss their long-term operational goals.)

- A. To what extent does the contractor's research and development planning cover the spectrum needed to address likely future environments and challenges?

5. Leadership and Continuous Improvement

(150 Points)

- A. Does the organization have an effective approach for defining, managing, and improving its processes?
- B. How effectively do the contractor's senior managers involve themselves and their work force in creating the organization's vision, mission, values, and quality policy?
- C. What are the management tools (i.e., Capability Maturity Models, reengineering, etc.) being used to set, track, document, measure, evaluate, and continuously improve performance, and how effective are they?
- D. How well does the contractor benchmark the best-in-class organizations to determine improvement goals and measure progress toward world-class status?
- E. How well does the contractor demonstrate leadership with regard to managing the work force, fostering teamwork, and developing a high performing, learning organization?
- F. How effective is the contractor in helping its subcontractors improve their quality?

6. Innovative Management and/or Technology Breakthroughs

(75 Points)

Has the contractor demonstrated outstanding achievements in:

- A. Technology breakthroughs,
- B. Technology transfer,
- C. Quality/performance management,
- D. Research and development, and
- E. Innovation.

The contractor's achievements can touch all aspects of the organization's operations (i.e., hardware, software, service, human resources, resource conservation, safety, healthcare, training, and education.) Focus should be on achievements that make a special contribution to the ability of GSFC to accomplish its mission. Achievements in this area should be supplemental to those considered in the other factors.

7. Items of Special Interest to GSFC

(100 Points)

This factor addresses areas where GSFC places special emphasis, such as:

- A. Does the contractor have special safety initiatives (e.g., Dupont-like safety program) in place that would underscore GSFC's vital concern with safety of product, service, and workplace?
- B. Is the contractor's safety program "management-centered?" (Does safety information, i.e., goals, performance, and incident information flow through the normal management chain, as opposed to the safety chain?)
- C. Is the contractor an equal opportunity employer? (In this area, other than being an equal opportunity employer, NASA advocates a policy among its contractors to recruit, select, promote, transfer, train, and educate in all job groups without regard to race, culture, sex, age, religion, national origin, and physical and mental handicap, where otherwise qualified.) What are the characteristics of the contractor's workforce diversity? In what ways does the contractor support NASA's policy as stated here?
- D. In what ways does the contractor assist GSFC in meeting its socioeconomic goals by providing maximum practicable opportunities for small, small disadvantaged, and women-owned small businesses to participate in GSFC programs?
- E. What is the contractor's scope of registration to ISO 9000? If not registered, what are the contractor's plans for becoming ISO registered or compliant?
- F. Has the contractor received any recognition for excellence (i.e., State and Senate awards, the Baldrige Award, National awards and achievements, corporate, or other industry awards?)

GCEA Scoring Guidelines

The guidelines used in numerically assessing the responsiveness to each element of the criteria are outlined below.

	Performance	Deployment & Approach	Time in Place
Excellent (90-100)	Superior results with sustained improvement trends	<ul style="list-style-type: none"> - Fully deployed throughout organization; no significant weaknesses or gaps. - Sound, systematic approach, fully responsive to all requirements of Item. - Very strong, fact-based evaluation and improvement processes in place. Extensive organizational learning/sharing/analysis tools are key management tools. 	3 Years
Very Good (80-89)	Noteworthy results with definite improvement trends	<ul style="list-style-type: none"> - Well deployed without significant gaps. - Sound, systematic approach, responsive to overall Item purpose and most of specific Item requirements. - Fact-based evaluation and improvement processes and organizational learning/sharing/analysis tools in use. 	2 Years
Good (70-79)	Positive results, gradual improvement trends	<ul style="list-style-type: none"> - Well deployed in key business areas. - Sound, systematic approach, responsive to overall Item purpose - Evaluation and improvement processes in use, starting to integrate organizational learning/sharing/analysis tools. 	1-2 Years
Average (60-69)	Some improvement trends exist	<ul style="list-style-type: none"> - Deployed in most key business areas. - Sound approach, responsive to basic Item purpose with beginnings of systematic approach to address overall Item requirements. - Evaluation and improvement processes in use. 	1 Year
Below Average (<60)	Few results, unverifiable improvement trends	<ul style="list-style-type: none"> - Gaps in deployment that inhibit achieving Item purpose. - Marginally responsive to basic Item purpose. - Transitioning to a general improvement orientation. 	<1 Year

GSFC EXCELLENCE AWARD PREVIOUS RECIPIENTS

Large Business

1988 BENDIX, Field Engineering Division
1989 BENDIX, Field Engineering Division
GENERAL ELECTRIC, Astro Space Division
1990 TRW, Space and Technology Group
1991 HUGHES, Space and Technology Group
1992 MOTOROLA, Strategic Electronics Division
1993 COMPUTER SCIENCES CORPORATION, System Sciences Division
1994 UNISYS, Government Systems Group, Goddard Facility
1995 McDONNELL-DOUGLAS (BOEING) Delta Division (Product)
1996 SPACE SYSTEMS/LORAL
1997 McDONNELL-DOUGLAS (BOEING) Delta Division (Product)
ALLIED SIGNAL TECHNICAL SERVICES CORPORATION (Service)
COMPUTER SCIENCES CORPORATION, System Sciences Division (Service)
1998 BRISTOL AEROSPACE LIMITED (Product)
RAYTHEON SUPPORT SERVICES COMPANY (Service)
1999 RAYTHEON INFORMATION TECHNOLOGY AND SCIENTIFIC SERVICES (Service)
2000 MANTECH INTERNATIONAL CORPORATION, Aerospace Technology Applications Center (Service)

Small Business

1990 GENERAL ELECTRIC, Americom
1991 NYMA, INC.
1992 STANFORD TELECOMMUNICATIONS, Systems Engineering Division
1993 HERNANDEZ ENGINEERING, Washington Division
1994 TINSLEY LABORATORIES
1995 None
1996 None
1997 SWALES (Service)
1998 JACKSON AND TULL AEROSPACE, Engineering Division (Service)
1999 APPNET, INC., Century Computing Division (Service)
2000 SWALES AEROSPACE (Product)
H & H CONSOLIDATED, INC. (Service)